

STRATEGIC OBJECTIVE 3: (continued)

Advance an exceptional work environment that enables and inspires our people in service to the nation

Project Manager: Danielle Rodriguez

Director Lead: Jay Jakubczak

GOAL	GOAL DESCRIPTION	MILESTONES
4	Maximize the safety, health, security, and morale of our Sandia community.	M3.4.1: Integrate the Safety Basis manual and the WP&C Criteria manual and develop simplified tools to improve our application of engineered safety. Owner: Jaime Moya and Charles Barbour
		M3.4.2: TBD Owner: Rob Nelson and Mary Romero-Hart
5	Enable our leaders by creating the most efficient and effective operational environment.	M3.5.1: Establish a self-sustaining approach to simplifying the tools and processes used by department managers. Share success stories to encourage further improvements. Owner: Carol Adkins and Pablo Garcia
		M3.5.2: Continue to mature our risk management approach to reflect our focus on effective risk identification, management, review, and reporting. Owner: Nancy Davis

TOPIC	Objective & Goal
Attract and Retain Talent	O2 G3
Benefit Structure	O3 G4
Cap/Recap Strategy	O2 G2
Common Engineering Environment	O2 G2
Communication Modernization	O3 G1
Educational Opportunities	O3 G2
Engineered Safety	O3 G4
Engineered Security	O3 G2
Leadership Development	O2 G3
Labs-level Capabilities	O2 G1
Managers Operating Environment	O3 G5
Mission Areas	O1 G1/3
Nuclear Strategic Stability	O1 G2
NW Mission Execution	O1 G2
Operationalize the Labs' Strategic Framework	O1 G4, O2 G4
Partnerships	O1 G5, O2 G5
Policy System	O3 G2
Quality	O3 G5
Research Challenges	O2 G1
Research Strategy	O2 G4
Work Environment	O3 G4

Exceptional service in the national interest



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FY17 Milestones

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STRATEGIC OBJECTIVE 1:*Amplify our national security impact**Project Manager: Amber Harwell**Director Lead: John Merson*

GOAL	GOAL DESCRIPTION	MILESTONES
1	Execute Sandia's nuclear weapons mission with excellence.	M1.1.1: Steward key facilities, tools, and research activities in support of the Nuclear Weapons Mission Area Strategic Plan. Owner: Justine Johannes
		M1.1.2: Strengthen our culture of excellence through a shared commitment to strong leadership, national service, trusted partnership, and outstanding results. Owner: Rick Fellerhoff
2	Integrate Sandia's nuclear weapons, nonproliferation, and intelligence capabilities to achieve the nation's strategic nuclear stability objectives.	M1.2.1: Further integrate Sandia's nuclear weapons, intelligence, and nonproliferation programs to (a) align with the nation's objectives for strategic nuclear stability, (b) increase collaboration across programs, and (c) enhance the staff's understanding of Sandia's contributions to strategic nuclear stability. Owner: Rodney Wilson, Ann Campbell, and Scott Holswade
3	Anticipate strategic national security threats, innovate to mitigate those threats, and translate innovations into mission-proven engineered systems.	M1.3.1: Implement Sandia's "TRUST" strategy for addressing security threats and risks across all PMUs and mission support functions. Owner: John Merson
4	Integrate and manage Sandia through the application of the Laboratories' strategic framework.	M1.4.1: Increase Labs-wide operational effectiveness by engaging PMUs and their support organizations in the execution of PMU operational plans. Owner: TBD Director and Juan Torres
		M1.4.2: Continue to mature our mission area strategies, including integration and alignment of PMUs and mission areas, and communicate updated strategies Labs-wide. Owner: Kent Meeks
5	Build trusted partnerships with sponsors that result in enduring investments in the Labs' foundation.	M1.5.1: Identify customer relationships that can evolve into trusted partnerships in support of mission area strategies. Owner: TBD Director and David Clauss

STRATEGIC OBJECTIVE 2:*Strengthen our Laboratories' foundation to maximize mission impact**Project Manager: Emily Gaffney**Director Lead: Andy McIlroy*

GOAL	GOAL DESCRIPTION	MILESTONES
1	Integrate the Labs' foundation and mission areas to assure strategic priorities guide decisions and investments.	M2.1.1: Increase the S&T communities' understanding of present and future mission area goals to inspire synergistic research partnerships. Owner: Andy McIlroy
2	Enhance strategic focus and decision-making regarding our unique facilities and tools to effectively balance meeting current mission needs and enabling future agility to respond.	M2.2.1: Develop an integrated strategy to ensure effective stewardship of Sandia's facilities & infrastructure and manage deferred maintenance. Owner: David Darling (lead), Rick Fellerhoff
3	Attract and develop talent to fulfill our current and future national security missions.	M2.3.1: Develop a workforce planning approach that supports strategic capabilities and evolving mission needs. Owner: Rob Nelson (Lead), Russ Miller, Andy McIlroy
4	Enable, through research, bold technical outcomes that can qualitatively advance the Laboratories' capabilities.	M2.4.1: Develop a management strategy for our research portfolio to improve our ability to take deliberate technical risks that lead to more frequent engineering breakthroughs. Owner: Andy McIlroy
5	Strengthen the science and engineering foundation of the Laboratories by building focused, strategic partnerships.	M2.4.1: Communicate the tenets of the Strategic Partnerships program to the Sandia workforce by FY17 Q2 to inspire meaningful collaborations. Partner with three Academic Alliance universities or national laboratories by FY17 Q4. Owner: David Plummer

STRATEGIC OBJECTIVE 3:*Advance an exceptional work environment that enables and inspires our people in service to the nation**Project Manager: Danielle Rodriguez**Director Lead: Jay Jakubczak*

GOAL	GOAL DESCRIPTION	MILESTONES
1	Instill a sense of pride and accomplishment in our people by communicating our mission impact and celebrating our Labs-wide and individual successes.	M3.1.1: Communicate contextual messages about our multimission Labs that encourage critical thinking. Owner: Becky Krauss
		M3.1.2: Design and initiate a new hire onboarding program that inspires a connection to Sandia's rich history and mission. Owner: John Larson and Jay Jakubczak
2	Empower individuals to think critically and use sound judgment as part of a simplified, principle-based culture.	M3.2.1: Develop and begin implementing a streamlined Corporate Policy System to improve the communication of corporate expectations. Owner: Josh Parsons
		M3.2.2: Create an environment that emphasizes critical thinking and sets expectations for both learning and accountability. Owner: Jaime Moya and John Larson
		M3.2.3: Clarify employees' understanding of Sandia's accountability model and disciplinary review process. Owner: JF Nagel, Nancy Davis, and Rob Nelson
3	Foster an environment that stimulates continuous learning, personal and professional development, and inclusion.	M3.3.1: Deploy a revised performance management system. Owner: Tiffany Pegues and Denise Koker
		M3.3.2: Strengthen our culture of diversity and inclusion by addressing the impact of unconscious bias at Sandia. Owner: Esther Hernandez, Jay Jakubczak, and Becky Krauss